

Q. Why do you pick on me? If I do this before my competitors I will lose business which they will gain. I can't afford to be the leader in a change of policy.

A. Again, experience indicates that an integrated employment policy in retail stores has never hurt anyone's business. If it is done well and is accompanied by well handled public relations there is no adverse public reaction.

Q. How can we sell this to our employees? The management might be in favor of this but we have to think of employee relations.

A. Employees like everyone else almost always resist change. There is a great amount of information based on experience as to how to handle the situation and some pretty clear procedures for doing the job have been developed. Almost every firm that has adopted a policy of integration reports the same thing. The major problem was in selling management and supervision. The representative of a large Detroit area utility has stated that almost the total problem in their experience lay with management. Once having convinced management the rest was easy. This is not the place to go into detail as to how it is done. If you are interested in how it has been done in other places there should be a full session devoted to the matter and there are some good people in Detroit and some out of town who can be called upon as consultants. It is very important that emphasis be put upon getting high-class people into a few key positions as a starter. The employees must be prepared for it through a process of out factual information and answering questions and objections. The most important requirement of all is that management be ready to go all the way and be very firm in holding to a set of sound principles.